

The role of employee engagement mediates the influence of quality of work life on employee performance

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ABSTRACT

Professional human resources who are highly dedicated to the organization have a strategic role and are one of the key factors in the success of an organization to achieve the predetermined vision or target. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities. The performance achieved by a company is basically the achievement of the members of the company itself, starting from the executive level to operational employees. The purpose of this study is to analyze the role of employee engagement to mediate the influence of quality of work life on employee performance at the Bank Indonesia Representative Office, Bali Province. The number of samples used are 66 employees using the saturated sample method. Data were analyzed using path analysis techniques and was collected through questionnaires. The results indicate that the quality of work life has a positive and significant effect on employee performance, employee engagement has a positive and significant effect on employee performance, the quality of work life has a positive and significant effect on employee engagement, and Employee engagement positively and significantly mediates the influence of quality of work life on employee performance.

1. INTRODUCTION

Professional human resources who are highly dedicated to the organization have a strategic role to achieve the predetermined vision or target. Therefore, the organization must be able to create situations and conditions that encourage employees to develop abilities and skills optimally and train employees and set organizational goals (Agow & Dotulong, 2020).

Increasing and developing human resources, especially regarding the work environment, an organization should be able to have a good work environment to realize the goals of the organization. A company will have difficulty achieving its goals without the support of employees. The organization aims to achieve optimal results with the support of optimal performance from employees. This condition is increasingly important when organizations have to face internal and external problems that cannot be predicted beforehand (Hadiwijaya, 2016).

Following up on the direction and policies of Bank Indonesia in 2014 that were set by the Board of Governors, all work units at Bank Indonesia implemented strategies in accordance with agreed authorities and performance targets. Evaluation of strategy implementation and achievement of Bank Indonesia's performance is carried out by measuring the achievement of performance indicators. The purpose of this Work Program is to improve the human resource management system (HRM), fulfill the needs of human resources in quantity and quality, as well as employee behavior that is in line with strategic values.

Based on the results of pre-research on employee evaluation data at the Bank Indonesia Representative Office, Bali Province in 2019, there are indications of problems related to employee performance, including some employees are unable to complete their duties on time according to the targets set by Bank Indonesia and the number of work units completed by employees are mostly scored 5 out of 6, meaning that there are still employee-task that are not optimal

Employee performance is influenced by internal factors that are related to the characteristics of a person either because they have high abilities and that person is a hard worker, or someone who has a poor performance due to their low ability and the employee's responsibility for their work. Quoted on Handoyo (2017), "External factors that affect a person's performance that come from their environment, such as behavior, attitudes and actions of colleagues, work facilities, and organizational climate. In this study, the factors that influence employee performance are focused on the variables of quality of work life and employee engagement."

Quality of work life is a major problem that must receive special attention from organizations. This indicates a thought that quality of work life is considered capable of increasing the roles and responsibilities of members towards the organization. Setiyadi & Wartini (2016) shows that the implementation of a good quality of work life will be able to improve employee

performance. Chanana & Gupta (2016) state that “quality of work life has a positive and significant effect on employee performance.”

Handoyo (2017) which states that “employee engagement has a positive and significant impact on employee performance.” Quoted from Kahn & Jalees (2017), “there is a significant positive relationship between employee engagement and employee performance, if an employee has a good quality of work life, may have high employee engagement.” However, it does not rule out that employees who receive good quality of work life will have low employee engagement. Quality of work life has a role in influencing employee performance. If Bank Indonesia employees have a good quality of work life, this will improve employee performance. In addition, simultaneously if the employee engagement of Bank Indonesia employees is high and employees are always included to make strategic decisions, the employee's trust will increase, which causes employee performance to also increase. If Bank Indonesia employees have a good quality of work life and this encourages employee engagement, it can be assumed that employee engagement mediates the effect of quality of work life on employee performance.

2. LITERATURE REVIEW

Social exchange theory. The theory underlying this research is social exchange theory. Social exchange theory states that if employees understand that the company where they work has met their needs, then they will also improve their performance and show the values of behavior and attitudes the company wants (Jauhar et al., 2017).

Work Performance. Quote from Putra & Suwandana (2020), “work performance is the quantity and or quality of the work of an individual or group within the organization in carrying out main tasks and functions that are guided by norms, standard operating procedures, criteria and measures that have been set or are applicable in the organization”

Quality of work life. Based on Mily Velayudhan & Yameni (2017), “Quality of work life (QWL) is a condition where employees can meet their important needs by working in the organization”. Quoted from Iskandar et al., (2021), “employee engagement itself is defined as positive treatment carried out by employees towards the organization and the values in the organization and employees who are engaged in their work are aware of the goals of the organization, work, work environment to improve work performance”

Sinaga et al. (2018), Mohammadi & Karupiah (2020), Sari et al. (2019), Augustine et al. (2016), Rachmatullah et al. (2019) shows that “there is a significant positive relationship between the quality of work life and performance, if the components have a significant impact on performance, they are valuable for improving performance, employees tend to have higher well-being if they are satisfied with their work and organization and they perceive their quality

of work life as positively, because an employee's experience at work and the quality of work life influences his health and psychology.”

H1: Quality of work life has a positive and significant effect on employee performance.

Handoyo (2017) stated, “employee engagement has a positive and significant impact on employee performance.” Quoted from Lewiuci (2016), “the vigor, dedication and absorption variables together have a significant positive effect on employee performance.” Raihan & Sagala (2018), Agus Hali (2019), Wicaksono & Rahmawati (2019), Motyka (2019), Kertiriasih et al. (2018) state that “employee engagement has a positive and significant impact on employee performance. This means that the better the employee engagement value embraced by employees, the higher the level of employee performance.”

H2: Employee engagement has a positive and significant effect on employee performance.

Alqarni (2016) states, “the existence of this quality of work life also fosters the desire of employees to stay in an organization. If an employee has a good quality of work life, then may have high employee engagement. However, it does not rule out that employees who receive good quality of work life will have low employee engagement.” In line with Wahlberg et al. (2017), it is proven that “the quality of work life has a positive impact on employee engagement.” Manik (2016), Irmawati & Wulandari (2017) also state, “the quality of work life has a significant effect on employee engagement.”

H3: Quality of work life has a positive and significant effect on employee engagement.

H4: Employee engagement mediates the influence of quality of work life on employee performance.

3. RESEARCH METHODS

This research uses an associative quantitative approach. The reasons for conducting research at the Bank Indonesia Representative Office in Bali Province are because there are indications of problems related to employee performance, quality of work life, and employee engagement. Variable operationalization. Performance is the quantity and quality of individual work at the Bank Indonesia Representative Office in Bali Province in carrying out their main tasks and functions based on the norms, standard operating procedures, criteria and measures set by Bank Indonesia. Quoted from Robbins (2006:206), “indicators for measuring employee performance: (1) Quality; (2) Quantity; (3) Punctuality; (4) Effectiveness; (5) Independence; (6) Work commitment”.

Quality of work life is a condition in which the employees of the Bank Indonesia Representative Office in Bali Province can meet their important needs by working in the organization. Quoted from Cascio (2006:25), “indicators to measure the quality of work life: (1) Employee participation; (2) Conflict resolution; (3) Communication; (4) Occupational health; (5) Work safety; (6) Job security; (7) Adequate compensation; (8) Proud; (9) Career development”.

Employee engagement is a condition, attitude or positive behavior of employees of the Bank Indonesia Representative Office in Bali Province regarding their work and organization as well

as being aware of the organization's goals, work environment to improve job performance. Quoted from Lewiuci (2016), “indicators to measure employee engagement are: (1) Vigor; (2) Dedication; (3) Absorption” The population and sample in this study were 66 employees of the Bank Indonesia Representative Office in Bali Province. The method used to determine the sample in this study is the saturated sample method. The data collection method used in this study is a questionnaire data collection. Due to the Covid-19 pandemic, the research questionnaire data collection technique was carried out online (Google Forms). The statements on this questionnaire are measured using a five-point Likert scale. This study uses path analysis techniques.

4. RESULTS

Validity test

Table 1. Validity Test Results

Variable	Statement Items	Total Item Correlation
Quality of work life (X)	X ₁	0,903
	X ₂	0,890
	X ₃	0,928
	X ₄	0,897
	X ₅	0,768
	X ₆	0,925
	X ₇	0,827
	X ₈	0,865
	X ₉	0,845
Employee engagement (M)	M ₁	0,916
	M ₂	0,906
	M ₃	0,938
	M ₄	0,800
	M ₅	0,847
	M ₆	0,900
Employee performance (Y)	Y ₁	0,830
	Y ₂	0,870
	Y ₃	0,916
	Y ₄	0,909
	Y ₅	0,869
	Y ₆	0,931

Sources: SPSS Output (2021)

The test results in **Table 1** show that all research instruments used to measure the variables of quality of work life, employee engagement and employee performance have a correlation coefficient value with a total score of all statement items greater than 0.242. This shows that the statement items in the research instrument are valid and fit for use as a research instrument.

Reliability test

Table 2. Reliability Test Results

Variable	Cronbach's Alpha
Quality of work life (X)	0,960
Employee engagement (M)	0,944
Employee performance (Y)	0,944

Sources: SPSS Output (2021)

The reliability test results in **Table 2** show that the three research instruments have a Cronbach's Alpha coefficient of more than 0.60. This can be said to be reliable, so it can be used in this study.

Description Analysis

The quality of work life variable has a score of 3.82, which means that at the Bank Indonesia Representative Office, Bali Province, there is a good quality of life for employees at work. The highest score of 4.05 is on Occupational health indicator with the statement "There is health insurance provided by the bank", this means that the Bank Indonesia Representative Office in Bali Province has provided health insurance for employees. The lowest score of 3.33 refers to Conflict resolution indicator with statement "The company is able to resolve conflicts that occur between employees and superiors" means that the Bali Province Bank Indonesia Representative Office is quite capable of resolving conflicts that occur between employees and superiors.

Employee engagement variable with a score of 3.80, which means that employees have good involvement in achieving the vision and mission. The highest score of 4.00 is refers to vigor indicator with statement "I do not give up easily when there are difficulties at work", which means that employees of the Bank Indonesia Representative Office in Bali Province do not give up easily when there are difficulties at work. For the lowest score, which is 3.32 in Dedication indicator with statement "I am excited to go to work every day", then this statement means that the employees of the Bank Indonesia Representative Office in Bali Province have enough enthusiasm to work every day.

The employee performance variable has a score of 3.73, which means that the employees of the Bank Indonesia Representative Office in Bali Province are able to work well. The highest score of 4.05 is focused on Quality indicator with statement "I have knowledge of the work I do" which means that the employees of the Bank Indonesia Representative Office in Bali Province already have sufficient knowledge in doing work. The lowest score, is 3.30 on Quantity indicator with statement "I am trying to achieve the work target set by the company" which means that the Bank Indonesia Representative Office in Bali Province has made sufficient effort to achieve the work targets set by Bank Indonesia.

Classical Assumption Test Results**Table 3.** Structure Normality Test Results 1

Unstandardized Residual

N		66
	Kolmogorov-Smirnov Z	0,551
	Asymp.Sig.(2-tailed)	0,922

Sources: SPSS Output (2021)

Table 4. Structure Normality Test Results 2

Unstandardized Residual		
N		66
	Kolmogorov-Smirnov Z	0,534
	Asymp.Sig.(2-tailed)	0,938

Sources: SPSS Output (2021)

Quoted from Ghozali (2013:106), "Data is said to be normally distributed when the sig is $>$ alpha = 0.05" Based on Table 3 and 4, the regression equation model is normally distributed because of the Asymp value. Sig. (2-tailed) is greater than an alpha value of 0.05

Table 5. Multicollinearity Test Results

Variable	Tolerance	VIF
Quality of work life (X)	0,597	1,676
Employee engagement (M)	0,597	1,676

Sources: SPSS Output (2021)

Quoted from Ghozali (2013:105), "Quoted from (Ghozali, 2013: 105), "a tolerance value $>$ 0.10 means that there is no multicollinearity." Based on Table 5, the tolerance and VIF values of the variables of quality of work life and employee engagement show that the tolerance value for each variable is greater than 0.10, which means that the regression equation model is free of multicollinearity.

Table 6. Structural Heteroscedasticity Test Results 1

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.986	1.306		2.286	.026
1 Quality of work life	-.002	.037	-.007	-.060	.952

Sources: SPSS Output (2021)

Table 7. Structural Heteroscedasticity Test Results 2

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		

2	(Constant)	1.190	1.080		1.103	.274
	Quality of work life	-.001	.037	-.003	-.022	.983
	Employee engagement	.040	.054	.121	.749	.457

Sources: SPSS Output (2021)

Quoted from Ghozali (2013:139), "if the significant value is above 0.05, it means there is no heteroscedasticity". In Table 6 and 7, that all model does not contain heteroscedasticity symptoms

Result of path analysis

Table 8. Results of Path Analysis 1

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,997	2,297		3,482	0001
	Quality of work life	0,431	0,066	0,635	6,576	0.000

R1² : 0,403
 F statistic : 43,244
 Sig. F : 0,000

Sources: SPSS Output (2021)

$$M = \beta_3 X + e_1$$

$$M = 0,635 X$$

The value of β_3 is 0.635 which has a positive effect on employee engagement quality of work life, this indicates that if the variable quality of work life increases, employee engagement will increase. The magnitude of the influence of the independent variables on the dependent variable as indicated by the total determination value (R square) of 0.403 means that 40.3 percent of the variation in employee engagement is influenced by variations in quality of work life, while the remaining 59.7 percent is explained by other factors not included in the model.

Table 9. Results of Path Analysis 2

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,174	1,843		0,637	0,526

Quality of work life	0,196	0,092	0,434	4,735	0,000
Employee engagement	0,483	0,092	0,481	5,255	0,000
<hr/>					
R ²	: 0,685				
F statistic	: 68,401				
Sig. F	: 0,000				
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Sources: SPSS Output (2021)

$$Y = \beta_1 X + \beta_2 M + e_2 \dots \dots \dots 2$$

$$Y = 0,434X + 0,481M$$

The β_1 value of 0.434 means that the quality of work life has a positive effect on employee performance, if the quality of work life variable increases, the employee performance variable increases. The β_2 value of 0.481 means that employee engagement has a positive effect on employee performance, this means that if the employee engagement variable increases, the employee performance variable will increase. The influence of the independent variables on the dependent variable as indicated by the total determination value (R square) of 0.685 means that 68.5 percent of the variation in employee performance is influenced by variations in quality of work life and employee engagement, while the remaining 31.5 percent is explained by another factor. The total determination value of 0.814 means that 81.4 percent of the employee performance variable is influenced by the quality of work life and employee engagement variables, the remaining 18.6 percent is explained by other factors outside the model formed.

Table 10. Direct Effect, Indirect Effect and Total Effect

Variable	Direct Effect	Indirect Effect	Total Effect
X → M	0,635	-	0,635
X → Y	0,434	0,305	0,739
M → Y	0,481	-	0,481

Sources: SPSS Output (2021)

In Table 10 it is known, the path coefficient value of the direct effect of quality of work life on employee engagement is 0.635, directly the quality of work life has a positive effect on employee engagement; the value of the path coefficient of direct influence of quality of work life on employee performance is 0.434, directly Quality of work life has a positive effect on employee performance; the path coefficient value of the direct influence of employee engagement on employee performance is 0.481, directly employee engagement has a positive effect on employee performance; the path coefficient value indirectly influences employee engagement in mediating the influence of quality of work life on employees engagement of 0.305, the quality of work life has an indirect effect on employee performance through employee engagement

The sobel test is an analytical tool to test the significance of the indirect relationship between the independent variable and the dependent variable which is mediated by the mediator variable.

If the Z calculation value is greater than 1.96, then the mediator variable is considered to significantly mediate the relationship between the dependent variable and the independent variable. The sobel test is calculated by the formula below:

$$Z = \frac{ab}{\sqrt{b^2S_a^2 + a^2S_b^2 + S_a^2S_b^2}} = \frac{0,635 \cdot 0,481}{\sqrt{0,481^2 \cdot 0,066^2 + 0,635^2 \cdot 0,092^2 + 0,066^2 \cdot 0,092^2}} = \frac{0,305}{0,066} = 4,621$$

Based on the results of the sobel test, Z value is $4.621 > 1.96$, which means that employee engagement is a variable that mediates the influence of quality of work life on employee performance at the Bank Indonesia Representative Office, Bali Province or in other words, quality of work life has a significant indirectly effect on employee performance through employee engagement.

DISCUSSION

The influence of quality of work life on employee performance

Based on the results, the significance value is 0.000 with a beta coefficient value of 0.434. The significance value of $0.000 < 0.05$ indicates that H_0 is rejected and **H1 is accepted**. The results in this study mean that the quality of work life has a positive and significant effect on employee performance. So it can be concluded that the better the quality of work life, the better the performance of employees at the Bank Indonesia Representative Office, Bali Province. Quality of work life is a major problem that must receive special attention from organizations. This indicates a thought that quality of work life is considered capable of increasing the roles and responsibilities of members towards the organization. Quality of work life is an effort made by management to improve the quality of employees by respecting and paying attention to all factors of working conditions, in order to create harmony between work and various factors that affect the job. The results of this study are in accordance with previous research conducted by Perangin-Angin et al. (2016), Sinaga et al. (2018), Mohammadi & Karupiah (2020), Sari et al. (2019), Augustine et al. (2016), Rachmatullah et al. (2019) stated that the quality of work life has a positive and significant effect on employee performance.

Effect of employee engagement on employee performance

Based on the results, the significance value is 0.000 with a beta coefficient value of 0.481. The significance value of $0.000 < 0.05$ indicates that H_0 is rejected and **H2 is accepted**. The results in this study mean that employee engagement has a positive and significant effect on employee performance. So it can be concluded that the higher the employee engagement, the higher the employee's performance at the Bank Indonesia Representative Office, Bali Province. Employee engagement will make it easier for companies to see how much employees have a sense of commitment, awareness of the business, and the ability to work together with the aim of achieving the goals of the organization. Employee engagement itself is defined as positive treatment by employees of the organization and the values in the organization and employees who are engaged in their work are aware of the goals of the organization, work, work environment to improve job performance. Employee engagement is a condition or condition in which

employees are enthusiastic, passionate, energetic, and committed to their work. The results of this study are in accordance with Mariza (2016), Handoyo (2017) and Lewiuci (2016) who stated that employee engagement has a positive and significant impact on employee performance.

The influence of quality of work life on employee engagement

Based on the results, significance value of 0.000 was obtained with a beta coefficient value of 0.635. The significance value of $0.000 < 0.05$ indicates that H_0 is rejected and H_3 is accepted. The results in this study mean that the quality of work life has a positive and significant effect on employee engagement. So it can be concluded that the better the quality of work life will increase employee engagement at the Bank Indonesia Representative Office, Bali Province. Quality of work life is an effort made by management to improve the quality of employees by respecting and paying attention to all factors of working conditions, in order to create harmony between work and various factors that affect the work. The results of this study are in accordance with Sahni (2019), Alqarni (2016), Wahlberg et al. (2017) and Irmawati & Wulandari (2017) where there is a relationship between QWL and employee engagement.

Employee engagement mediates the effect of quality of work life on employee performance

Based on the results, the Z value of 4.621 is greater than the Z table value of 1.96, this shows that **H4 is acceptable**, so it means that employee engagement is able to mediate the effect of quality of work life on employee performance. another quality of work life has an indirect effect on employee performance through employee engagement. The results of this study indicate that if the Bank Indonesia Representative Office in Bali Province is able to improve the quality of work life, it will increase employee engagement, thereby increasing employee performance. The existence of quality of work life also fosters the desire of employees to stay in an organization. If an employee has a good quality of work life, then may have high employee engagement. However, it does not rule out that employees who receive good quality of work life have low employee engagement

Managerial implications

The results of this study have implications for the Bank Indonesia Representative Office in Bali Province regarding how the quality of work life and employee engagement can affect employee performance. This research is also expected to be a consideration for the Bank Indonesia Representative Office in Bali Province to always implement quality of work life and use employee engagement so that later it will improve employee performance. The first implication is that quality of work life has been proven to positively and significantly affect employee engagement and positively and significantly affect employee performance, therefore the Bank Indonesia Representative Office for Bali Province is expected to always improve the quality of work life so that later it can improve employee engagement and employee performance. The second implication is that employee engagement has a positive impact on employee performance decline. The Bank Indonesia Representative Office for Bali Province is expected to always increase employee engagement

Research Limitations

The scope of this research is only at the Bank Indonesia Representative Office in Bali Province, so the results of the research cannot be generalized to using Bank Indonesia Representative Offices in other areas. This research can still be developed by changing the subject of this study, because this research will certainly give different results when the variables used as research material are changed. This research is only conducted within a certain period (cross-section), while the environment can change at any time (dynamic), so this research needs to be carried out again in the future. This research was conducted during the Covid 19 pandemic so that in distributing questionnaires and collecting data the researchers experienced a few obstacles.

5. CONCLUSION AND SUGGESTION

The results of this study indicate that the quality of work life has a positive and significant effect on employee performance, meaning that the better the quality of work life of the employee, the better the employee's performance; Employee engagement has a positive and significant effect on employee performance, meaning that the better employee engagement will improve employee performance; Quality of work life has a positive and significant effect on employee engagement, meaning that the better the quality of work life will increase employee engagement at the Bank Indonesia Representative Office, Bali Province and; Employee engagement is able to mediate the effect of quality of work life on employee performance, meaning that quality of work life will have a significant impact on employee performance if mediated by employee engagement

The Bank Indonesia Representative Office for Bali Province is expected to always strive to prevent conflicts between employees and superiors by building good relationships and good communication between employees and superiors; provide motivation to employees so that employees are always enthusiastic at work; and regularly provide training and guidance to employees so that they are able to achieve predetermined targets.

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